



"...the community of choice and destination for businesses, industry, tourists and families..."



Strategic Plan Update 2011-2012

April, 2011



Dear Friends:

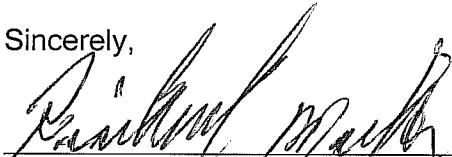
In 2007, the City of Manistee's City Council began a process to develop and periodically update a Strategic Plan to guide the City's future. While some of our goals have changed to reflect evolving conditions, our vision for the City has remained constant: *"to become a community of choice on the northwest Michigan coastline."*

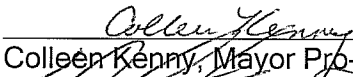
Great things continue to happen in and around the City of Manistee toward becoming "a community of choice." Our strategy continues to guide our direction and actions and demonstrate the benefits of forward-looking plans. This year, we have included in our Strategy Update a summary of some of the recent accomplishments toward fulfilling our goals.


To be effective, the Strategic Plan for the City of Manistee must reflect the shared goals and priorities of the entire community. Especially in these challenging economic times, it is essential that our community be unified around our vision, goals and action steps for the future.

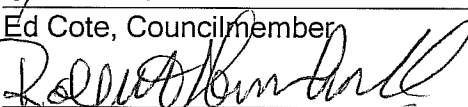
We invite your ideas and participation on this Strategic Plan and look forward to working with all interests to fully realize the City of Manistee's promise to be "a community of choice."

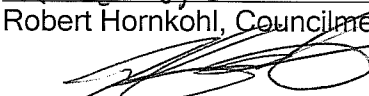
Sincerely,


Richard Mack, Mayor



Colleen Kenny, Mayor Pro-Tem


Ed Cote, Councilmember


Robert Hornkohl, Councilmember


Ilona Haydon, Councilmember


Catherine Zaring, Councilmember


Alan Marshall, Councilmember

Strategic Plan Accomplishments

The City of Manistee's Strategic Plan is a living, breathing blueprint for the future of the City that will continue to evolve as conditions change and opportunities arise. There have been and will be many accomplishments to achieve the strategic goals of the City toward our vision of a "community of choice." They include:

| ACHIEVEMENT | STRATEGIC PLAN GOALS |
|--|----------------------|
| Continued Federal funding for dredging and maintaining the Manistee harbor. | 1.3 |
| Collaboration with the Main Street Program, Downtown Development Authority, the Alliance for Economic Success and others in a project focused on revitalizing two City of Manistee signature buildings: the Vogue Theater and Iron Works Building. | 1.5 |
| The purchase of the Vogue Theatre by the Manistee Downtown Development Authority and the subsequent announcement by Michael Moore to have an instrumental role in the renovation and reopening of the Theatre through volunteerism, philanthropy and a community driven process managed by a nonprofit organization. | 1.5 |
| Completion of a "brand platform," leading to a county-wide brand and brand identity that will be completed in 2010, with implementation beginning in 2011. | 1.6 |
| Support for 10-West Studios and their film productions, in partnership with the Alliance for Economic Success and others, one of Manistee's exciting entrepreneurial businesses. | 1.6, 1.1 |
| Development and use of a City Street Asset Management Plan to ensure that City Infrastructure will support business, resident and visitor needs. | 2.1 |
| Repairs and upgrading of the historic Ramsdell Theater, one of Manistee's true crown jewels. | 2.1 |
| The repaving of more than 5+ miles of City streets in 2009, 2010 & 2011. | 2.1 |
| Completing the 20 year fixed date schedule combined sewer separation program with the State of Michigan with the separation of the Cedar Street district in 2011. | 2.1 |
| The acquisition of 23 acres of land that abuts Lake Michigan and most of Man- Made Lake, made possible through a partnership of organizations and residents. | 2.2 |
| The completion of the 5th Street Beach multi-purpose bathhouse, including new agreements for concessions. | 3.1, 3.3, 3.4 |
| The upgrading of the Arthur Street Boat launch, completed in 2010 with the support of the Great Lakes Fishery Trust, the "Explore the Shores" program and the Department of Natural Resources. | 3.2, 3.3 |
| The upgrading of the Manistee Municipal Marina, the "third gateway" to the City of Manistee, scheduled to be completed in 2011. | 3.2, 3.3 |
| The installation and opening of the new lift facilities at the Manistee Municipal Marina, enabling people who need assistance to get in | 3.2, 3.3 |

| | |
|---|----------|
| and out of boats, with Funding support through the Access to Recreation Program funded by the W. K. Kellogg Foundation. | |
| The completion of an agreement with Filer Township that will provide significant new sewer capacity to Filer Township businesses and residents along the US-31 corridor through a collaborative initiative that will leverage the City's wastewater treatment infrastructure. | 5.1 |
| The completion and implementation of the "Mutual Aid Agreement" with the Little River Band of Ottawa Indians which formalized and continued the excellent collaboration among City and Tribal enforcement programs and staff. | 5.1 |
| Collaboration with Manistee Area Public Schools and the Paine Family Foundation to celebrate the opening and support the operations of the Manistee Aquatic Center. | 5.1 |
| The completion of an Operational Services Assessment that identified strategic and operational improvements for City Council and City Department Managers to consider in achieving great efficiency and effectiveness in City operations, including consideration of how our services and programs compare with those of "competing" communities. | 4.3, 4.4 |
| The development of a new City web site and Facebook site that will, among other purposes be used as a tool for outreach and communication to all City of Manistee interests. | 2.3 |

For more information on City Accomplishments, visit www.ci.manistee.mi.us and review "City of Manistee 2010 Highlights."

Strategic Plan Process Improvements

Each year, City Council identifies ways to strengthen the process to update the Strategic Plan. In 2009, Council established the following goals for the subsequent Strategic Plan update:

- To achieve increased and more diverse community participation
- To ensure goals are specific, measurable and encompass matters of strategic importance and are not about day-to-day operational matters
- To ensure that the City's budget process and budget reflects the strategic direction of Council

Community Participation

In keeping with Council's community participation goal, three community forums were facilitated by the Alliance for Economic Success (AES) that involved 77 people. The AES reported several common themes:

- We need to focus our strategy on maintaining and sustaining the core assets of the City, including our river walk, our beaches, our parks and our roads and physical appearance.
- We cannot be “all things to all people” but we should ensure that our Strategy provides City amenities for residents and visitors as well as essential services and that we are forward looking in branding and marketing our community to encourage public and private investments.
- We need to excel at being responsive to those we service - residents, businesses and others - and encourage and provide opportunities for volunteerism, civic engagement and collaboration while encouraging a “can do” attitude among all.

In reporting the results of the Community Forums, two residents who participated in the Forums volunteered to assist the AES in reporting the results. Their perspectives included the following:

- People like living here and we need to understand and respect that our community consists of neighborhoods. At the same time, new residents often feel like “outsiders” and more can be done to welcome and involved the participation of everyone in making our City a better place.
- We should consider new and innovative way to get people involved, such as:
 - Beginning an “adopt a park” program to support park maintenance by volunteers
 - Communicate the districts of each Councilmember to the community so that they recognize who is representing them on City Council.
 - Carefully consider the recent results of a survey of downtown businesses.
- We should establish measurable goals for:
 - Getting our downtown storefronts filled.
 - Improving our parks, including steps to create places that are “toddler friendly”
 - Providing opportunities that keep our youth in our community, including entertainment and retail options

Michigan’s New Normal Forum

We joined with the AES in hosting a “Michigan’s New Normal Forum” involving a panel of Michigan leaders to help us ensure that our Strategic Plan update is mindful of the State’s economic and policy landscapes. The forum was open to partner local units of government in the County and the general public and included as panelists:

- Jeff Guilfoyle, President of Citizen’s Research Council of Michigan
- Tony Minghine, Chief Operating Officer, Michigan Municipal League
- Chris MacInnes, Chief Operating Officer of Crystal Mountain Resort and member of the Board of Directors, Michigan Economic Development Corporation

Significant information and recommendations from that Forum included:

- Manistee has not been immune to the impact of Michigan’s recession - there has been an 11 percent decline in total wages in the County between 2001 and 2009.

- The State has an approximate \$1.8 billion shortfall and the correction of that course will affect the entire State in significant ways.
- We should focus on the principles of the “New Economy” and leverage the assets we have while recognizing that economic development today is largely about having or creating places where people want to live.
- We must collaborate, share and eliminate silos among governments and others and create economies of scale for getting things done.
- We cannot continue to do things the same way. We need to think and act “outside of the box.”
- We need to focus on our individuality - the things that make Manistee special.
- We need to do more with less and include our citizens as well as City personnel in establishing our course for the future.
- We need to provide citizens and others with compelling reasons to become involved in moving our community forward. We should assess and use city boards and committees, the public access channel, the web site and other means to support volunteerism.

City Police, Fire and Emergency Medical Services

The AES facilitated a discussion among Councilmembers about the alternatives for configuring police, fire and emergency medical services in the City of Manistee. The need to assess alternative organizational approaches for providing these services was identified as a priority by the Operational Services Assessment. A subsequent “white paper” on the matter was developed through a collaborative effort involving our City Manager, Finance Director, Police Chief, and Acting Fire Chief. That document, made available to the public on the City’s web site, identified several options for Council to consider. Further, in conducting the community forums, participants repeatedly stressed the importance of these services and gave them consistently high marks for service quality. After considerable deliberations by all Councilmembers, a consensus was reached to proceed with an Administrative Consolidation of these services through a new Public Safety Director position. This consensus decision will now be reflected in the proposed budget that will be presented to Council for consideration in the near future.

As part of this discussion, Council also asked the AES to facilitate discussions between Council and neighboring governments to identify current and future opportunities for collaboration and service sharing.

Who We Serve and Impact

City Council and City government serve and impact a diverse group of individuals, groups, governments and organizations, including:

- City residents
- City government employees
- Businesses and Industry, including the Manistee Manufacturer’s Council
- The Little River Band of Ottawa Indians
- Township, State and Federal Governments
- County residents
- Tourists

- Seasonal residents
- Schools
- West Shore Community College
- Nonprofit organizations
- Civic organizations
- Youth
- Police, Fire and Rescue personnel
- Individuals, businesses and groups considering the City of Manistee as a place to live, work or simply enjoy

We strive to engage all interests toward our vision of being a community of choice.

Values

A set of values guide our actions and decisions involving governance of the City:

- Fairness
- Integrity, honesty and the highest ethical standards
- Commitment to the community and to their respective offices
- Tolerance
- Accessibility and approachability
- Respect
- Listening and being responsive
- Responsiveness
- Leadership
- Trust
- Responsibility
- Universal Access for people of all abilities

Our Vision: The Ideal State

Our vision for the City can be attained through leadership, teamwork and collaboration with all who have an interest in the City's future:

"Manistee will be the community of choice on the northwest Michigan coastline with a strong, diversified economy providing opportunities for all...a city whose prosperity continues into the future."

Our Purpose: How We Lead

The purpose of City Council reflects how we will lead to attain the vision and strategic mission:

"The purpose of the Manistee City Council is to provide direction for the community on behalf of its citizens. The council will achieve this through exemplary leadership, being accessible and approachable for all, upholding policy, ensuring financial stability, and providing citizens safety, economic opportunity and a better quality of life."

Strategic Mission: What We Do

Our Strategic Mission that defines what we must do to achieve our vision. This mission drives the strategic goals and operational objectives of our Strategy:

“To competitively position the City of Manistee as the community of choice and destination for businesses, industry, tourists and families.”

Three Year Strategic Goals

City Council has six areas of focus for their strategic goals:

1. Economic Development and Jobs
2. City Infrastructure
3. Beaches, Parks and Recreational Areas
4. Financial Stability and Continuous Improvement
5. Intergovernmental Relationships
6. Housing, Homelessness & Senior Citizens

Following are Council's Strategic goals for the 2011/12 Strategic Plan update. In most cases, the goals are accompanied by strategies of Manistee's City government.

1. Economic Development and Jobs

1.1 Goal To provide leadership for completing a comprehensive Manistee County Economic Development Plan, coordinated by the Alliance for Economic Success (AES).

1.2 Goal To achieve 100 percent occupancy in the industrial park and the Renaissance Park and other industrial properties.

Strategy 1.2.1 Ensure City of Manistee has the intent and capacity to quickly react to potential new businesses in cooperation with AES.

Strategy 1.2.2 Create and maintain economic development guidebook for developers looking to develop inside the City.

1.3 Goal To collaborate with the AES and others to ensure that the Manistee harbor and port and related infrastructure and channel are maintained and developed to enable full and safe commercial navigation to support the retention, expansion and attraction of industry, business and jobs to the city, county and region.

1.4 Goal To engage the AES to work with local businesses and industry to identify training and education needs and then to work with the K-12 schools and other educational institutions to address those needs.

1.5 Goal To focus on the revitalization of downtown, partnering with the Main Street/ Downtown Development Authority, the Chamber and the Alliance for Economic Success to achieve an energized, thriving downtown and community.

Strategy 1.5.1 Cooperatively assist with revitalization of the Vogue Theatre.

Strategy 1.5.2 Support plans and new ideas to deliver small businesses services and bring people to Manistee's downtown.

1.6 Goal To partner with the AES and other organizations in the County-wide branding initiative to establish new and effective ways to differentiate and market our community.

Strategy 1.6.1 Evaluate how we incorporate county wide branding initiative with current City brand.

2. City Infrastructure and Facilities

2.1 Goal To evaluate, develop and oversee an asset management plan for restoration, preservation and maintenance of city owned assets.

Strategy 2.1.1 Incorporate specifically into the plan the Ramsdell Theatre to preserve and maintain the improvements that have been made through the generosity of our community.

Strategy 2.1.2 Maintain, update and implement Street Asset Management Plan.

Strategy 2.1.3 Complete Building Asset Management Plan.

Strategy 2.1.4 Work toward implementing Beach Conceptual Plan as budget allows.

Strategy 2.1.5 Maintain full compliance with NPDES fixed date Combined Sewer Separation schedule.

Strategy 2.1.6 Maintain valve exercising program.

2.2 Goal To explore and develop public/private partnerships to provide and develop infrastructure and acquire property at target areas within the City limits to facilitate and promote redevelopment and economic activity.

Strategy 2.2.1 Develop a sustainable model for management of the Ramsdell Theatre to insure its long term operational needs.

Strategy 2.2.2 Work to acquire property rights from Morton Salt and Consumers Energy to redevelop the Ninth Street Boat Launch.

Strategy 2.2.3 Identify and map potential property for future economic development activity.

2.3 Goal To identify, invest and use appropriate technology city-wide to improve the efficiency, effectiveness and competitiveness of City operations and services.

Strategy 2.3.1 Continue partnership with Manistee County on GIS implementation.

Strategy 2.3.2 Upgrade pump stations and water well controls and communication.

Strategy 2.3.3 Work to interconnect all City owned buildings.

Strategy 2.3.4 Complete and maintain new web site and use web site and other social media techniques to increase communication with residents and visitors.

Strategy 2.3.5 Incorporate State required technology upgrades (dashboard).

2.4 Goal To encourage and support the use of energy efficient technologies and construction methods and promote conservation and sustainability by example and incentive. Include consideration of “green” in any decision process.

Strategy 2.4.1 Implement E-agenda for City Council.

Strategy 2.4.2 Utilize Green Team to identify opportunities for sustainable investments in green technology.

Strategy 2.4.3 Continue to include maintenance friendly and energy efficient products in future projects.

3. City Beaches, Parks and Recreation Areas

3.1 Goal To have the cleanest Lake Michigan public beaches and parks in Michigan with universal access to all people of all abilities. This includes asking the AES to develop financial resources toward the implementation of the Beach Conceptual Plan.

Strategy 3.1.1 Focus maintenance efforts for the improvements made to Fifth Avenue Beach before expanding improvements and adding additional responsibilities required under the Beach Conceptual Plan.

Strategy 3.1.2 Develop a Parks Maintenance Management Plan which prioritizes Parks based on usage and seasonality, including a cost analysis for maintenance options in-house vs. out sourced.

Strategy 3.1.3 Have all parks, public areas and beaches open to public by Memorial Day.

Strategy 3.1.4 Inspect Riverwalk weekly.

Strategy 3.1.5 Clean beaches weekly, twice per week during peak season.

Strategy 3.1.6 Inspect beaches daily during summer season.

Strategy 3.1.7 Install swim buoys for 2011 season by Memorial Day.

Strategy 3.1.8 Seek funds to replace First Street Beach Bathhouse.

Strategy 3.1.9 Maintain signage and foot patrols as budget allows to ensure compliance and enforcement with laws and ordinances governing city beaches and provide necessary safety devices on both Lake Michigan beaches.

Strategy 3.1.10 Complete 5 year Parks and Recreation plan.

Strategy 3.1.11 Explore location and associated policies that would allow responsible dog owners to have access to Lake Michigan with their dogs.

3.2 Goal To have the best boating facilities on Lake Michigan's shoreline.

Strategy 3.2.1 Upgrade First Street Boat Launch in accordance with the First Street upgrade project.

Strategy 3.2.2 Develop picnic opportunities along Riverwalk adjacent to City Marina.

Strategy 3.2.3 Work cooperatively with the Explore the Shores county-wide initiative, specifically identifying the Ninth Street Boat Launch upgrades as a high priority.

3.3 Goal To develop and adopt a capital improvement plan for parks and recreation areas that recommends upgrades and costs and fully considers universal accessibility.

Strategy 3.3.1 Develop and implement Parks Asset Management Plan, prioritize needs and recommendations for annual budget for upgrades for parks, with emphasis on universal accessibility.

3.4 Goal To explore public/private partnerships to establish amenities and attractions and enhance recreational opportunities on beaches, parks and recreation areas for the City of Manistee.

Strategy 3.4.1 Identify and prioritize opportunities for public and private partnerships in the conceptual plan for the City's Lake Michigan beaches.

4. Financial Stability and Continuous Improvement

Goal 4.1 To achieve the strategic three-year goals set by City Council without increasing the millage rate.

Goal 4.2 To maintain a three-year financial forecast of revenue income, operating expenses and capital funding and identify potential trends that could negatively or positively impact achieving the strategic goals established by City Council for the City of Manistee.

NOTE: The following strategies are related to Goals 4.1 and 4.2

Strategy 4.1.1 Establish a yearly budget/strategic plan calendar to address key issues and upcoming dates (budgets, strategic plan review and updates, quarterly updates, State of the City, etc.)

Strategy 4.1.2 Continue to explore public and private sources of revenue to achieve goals and other needs of the City.

Strategy 4.1.3 Present quarterly financial updates.

Strategy 4.1.4 Provide annual update on Strategic Plan prior to updating plan. Each annual Department report will focus on strategic goals being addressed.

Goal 4.3 To ensure that City Council and City Government have the capabilities to competitively position the City through a commitment to professional development, capacity building and leadership development.

Strategy 4.3.1 Continue to budget and encourage both Council and Staff to attend training opportunities (MML, MLGMA, NWMCOG, EOA, etc.)

Goal 4.4 To have an ongoing process to assess and ensure the efficiency and effectiveness of City services, programs and operations, including review of best practices from other communities.

Strategy 4.4.1 Complete White Paper reports on remaining departments looking for increased efficiencies, intergovernmental cooperation, privatization opportunities, in sourcing opportunities all looking toward establishing an acceptable service level and continuing to look for opportunities to reduce costs.

5. Intergovernmental Relationships

Goal 5.1 To collaborate with other units of government to leverage technology and provide services to citizens, such as wastewater treatment plant collection in Filer Township and joint economic development and safety services in the “Greater Manistee Area.” We have asked the AES to facilitate “around the lake” discussions in 2011 involving City Council and our government partners to define opportunities for improving communications and for collaboration and potential service sharing.

Strategy 5.1.1 Schedule a collaborative meeting in June 2011 with our neighboring townships “around the lake” to open communication and find opportunities for collaboration. Continue to schedule meetings on at least an annual basis.

Strategy 5.1.2 Explore developing a collaborative meeting with our neighboring Counties and Cities for the same purposes as identified in Strategy 5.1.1

Strategy 5.1.3 Continue to explore intergovernmental service sharing opportunities identified in OSA report and in Departmental White Paper reports.

Strategy 5.1.4. Explore county wide cultural arts authority or recreational authority for cost sharing opportunities.

6. Housing, Homelessness and Senior Citizens

Goal 6.1 To focus on the long term housing needs of the entire population by partnering with the Manistee Housing Commission, Manistee-Benzie Community Mental Health, Downtown Development Authority and other communities to develop a housing strategy that responds to current and projected housing issues, including those involving homelessness prevention, housing for low income individuals and families and senior housing.

Strategy 6.1.1 To work cooperatively with the Manistee Housing Commission supporting their efforts to address low to moderate housing needs, homelessness as well as other projects to assist them in providing needed services for City and area residents.

Goal 6.2 To address the short term “safe harbor” shelter needs of the homeless in the City of Manistee.

Strategy 6.2.1 To work cooperatively with the Manistee Housing Commission and other Human Service Collaboration Boards to strategically identify how city infrastructure, such as using the Marina showering facilities, can be utilized to support the Safe Harbor initiative.